

OPERATIONS BUSINESS TEAM
July 13, 2000 (DRAFT)

	OPPORTUNITY CATEGORY	DECISIONS AND ACTIONS	STATUS / ISSUES / COMPLETION DATES	NEXT OBT REVIEW DATE	RESPONSIBLE PERSON(S)
1	Consolidation & Integration	Plug Wrap & Tipping Paper Spec Optimization	Business case and project milestones reviewed. Will investigate LMCP resources and manning to find a way to improve capacity while slowing machines to reduce variability. Will audit process at LMCP this month on Marlboro FF, Marlboro Lts and 2 GCC products to determine cause of variability problem in paper.	DONE	U. Nyffeler
2	Consolidation & Integration	Standardize All KS to 83mm & 100's to 98mm	Business case and milestones reviewed. Agreed to proceed with factory trial.	DONE	U. Nyffeler
3	Costs & Cash Flow	MONTHLY - Operations Budget Update for June	June update given based on flash data. Complete data to be provided, as it becomes available.	DONE	M. Saine
4	Costs & Cash Flow	Project Symphony Update	Update on SAP Deployment given. Decided not to attempt to add Plant Maintenance to Enterprise Design 650. Will investigate opportunity to improve schedule for Plant Maintenance by providing Operations / consultant resources to a project team integrated with IS through a separate 650. Will look at sourcing Operations resources from activities ending this year (CC3, etc.) This approach will be fully integrated with the Quality System.	DONE	H. Burnley
5	Organizational Capability	Grade 11 & Below Talent Discussion	Discussion held. Each OBT member will submit information on lower level HiPos to HR. R. Driver to provide format for submittal.	DONE	JRN
6	Organizational Capability	Quality System Organizational Charts & Job Descriptions	Presentation made on Organizational Change Control Process. OBT to review organizational charts when they appear on the Intranet and advise HR of any corrections. Organizational Change Control Procedure distributed for review. Will proceed with plan to implement in 11/00.	DONE	K. Benner
7	Quality System Implementation	Quality System S Curve & Milestone Update	Presentation made.	DONE	JAC
8	Quality System Implementation	SEMI-ANNUAL - Review of PM USA Sanitation Program	Presentation made. Next review in January 2001.	DONE	R. Cox & JAC
9	Consolidation & Integration	Enterprise Software Standardization Project	K. Lowrance to make presentation. Time: 30 min.	8/17/00	H. Long

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10	Competitiveness	Tour of Sensory Lab	J. N. Smith to give OBT tour of lab. Time: 1 hr.	8/17/00	U. Nyffeler
11	Compliance	Case Tracking	R. Talley to make presentation.	8/17/00	JAC
12	Costs & Cash Flow	Manufacturing Yield Measures	J. Calloway and D. Saunders to make presentation. Time: 30 min.	8/17/00	SR & M. Saine
13	Costs & Cash Flow	MONTHLY - Operations Budget Update for July	E. Johnson to give update. Time: 30 min.	8/17/00	M. Saine
14	Costs & Cash Flow	QUARTERLY - Review of Open Capital Projects	R. Sarmento to make presentation. Time: 30 min.	8/17/00	M. Saine
15	Costs & Cash Flow	QUARTERLY Review - Strategic Equipment Reserve	R. Arents to make presentation. Time: 20 min.	8/17/00	H. Burnley
16	Costs & Cash Flow	Strategic Plan Review - Cost (Leaf), Competitiveness, Capability	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	8/17/00	H. Burnley
17	Organizational Capability	CTF Recognition Efforts	B. Hage to make presentation. Time: 1 hr.	8/17/00	K. Benner
18	Organizational Capability	PPP & Promotability Ratings - Calibration Discussion	R. Driver to facilitate. Time: 1 hrs.	8/17/00	K. Benner
19	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	8/31/00	JAC
20	Compliance	EHS Assessment 1st Half 2000 Results	C. Stiff to give review. Time: 30 min.	8/31/00	DLM
21	Compliance	Product Special Situations & Interim Product Retrieval Training	R. Fenner & A. Cook to make presentations. Time: 1 hr.	8/31/00	JAC
22	Costs & Cash Flow	MONTHLY - Operations Budget Update for August	E. Johnson to give update. Time: 30 min.	9/15/00	M. Saine
23	Costs & Cash Flow	Strategic Plan Review - Cost (DM), Compliance, Communications	L. Pulsifer to facilitate review	9/15/00	H. Burnley
24	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	9/15/00	JAC

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25	Organizational Capability	Organizational Review	Meeting to be devoted to this topic.	9/28/00	K. Benner
26	Compliance	SEMI-ANNUAL Safety System Management Review	D. Merrill & C. Stiff to coordinate review.	10/12/00	DLM
27	Costs & Cash Flow	MONTHLY - Operations Budget Update for September	E. Johnson to give update. Time: 30 min.	10/12/00	M. Saine
28	Costs & Cash Flow	<i>Project Symphony Update</i>	<i>H. Burnley to make presentation. Time: 30 min.</i>	10/12/00	<i>H. Burnley</i>
29	Costs & Cash Flow	QUARTERLY Review - Strategic Equipment Reserve	R. Arents to make presentation. Time: 20 min.	10/12/00	H. Burnley
30	Costs & Cash Flow	Strategic Plan Review - Cost (Converting, Other)	L. Pulsifer to facilitate review	10/12/00	H. Burnley
31	Incentives & Compensation	IC/Stock Review	Time: 2 hrs.	10/12/00	K. Benner
32	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	10/12/00	JAC
33	Costs & Cash Flow	Operations Strategic Plan Update	L. Pulsifer to facilitate review by OBT for direct reports.	10/26/00	H. Burnley
34	Costs & Cash Flow	QUARTERLY - Review of Open Capital Projects	R. Sarmiento to make presentation. Time: 30 min.	11/9/00	M. Saine
35	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	11/9/00	JAC
36	Costs & Cash Flow	MONTHLY - Operations Budget Update for October	E. Johnson to give update. Time: 30 min.	11/30/00	M. Saine
37	Costs & Cash Flow	Strategic Plan Review - Cost (Leaf), Competitiveness, Capability	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	11/30/00	H. Burnley
38	Organizational Capability	Technical Ladder Promotion Review		11/30/00	K. Benner
39	Costs & Cash Flow	MONTHLY - Operations Budget Update for November	E. Johnson to give update. Time: 30 min.	12/18/00	M. Saine

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40	Costs & Cash Flow	Strategic Plan Review - Cost (DM), Compliance, Communications	L. Pulsifer to facilitate review	12/18/00	H. Burnley
41	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	12/18/00	JAC
42	Quality System Implementation	SEMI-ANNUAL - Review of PM USA Sanitation Program	D. Chadick to make presentation	1/12/01	R. Cox & JAC